KC Butler
Technical Writer

FUNCTIONAL ROLES
- Requirements Analyst
- Project Manager
- Technical Writer
- Business Analyst

BUSINESS SOLUTIONS
- Human Resources
- E-Commerce
- Finance and Accounting
- Professional Services
- System Integration

ENVIRONMENTS
- Oracle
- PlanView
- SAP
- WinNT
- Win2000

APPLICATION SOFTWARE
- SAP
- Oracle
- Interwoven
- Custom developed
- PlanView

INDUSTRIES
- Telecommunications
- Retail and Distribution
- Goverment
- Non-profit
- Utilities
- Transportation

CLIENT LIST
- MCI
- Coca-Cola
- U. S. Army
- Entergy Corporation
- Home Depot
- BellSouth
- Delta

KC Butler is an Information Technology professional with over ten years of experience. She is highly skilled in analysis and documentation of business processes and data, including techniques for gathering the information through interviews, facilitated sessions, and review of business and technical materials. For the past seven years, she has developed data and process models for telecom, government, retail and professional service organizations. She also has experience with ERP, CRM, system integration, portal development, data quality analysis, information strategy planning, and business/e-business process re-engineering.

A strong foundation of business knowledge coupled with experience in both business and technology has enabled KC to develop a reputation for mastering the most complex situations. She has been able to expand her responsibilities to cover multiple roles for small organizations or maintain a narrow focus as required by larger organizations.

KC's specialty is balancing the strategic perspective of an organization with the important operational details. She is known for conveying complex technical concepts to non-technical clients, executives, and partners. Her investigative query and perceptive style ensure that all aspects are covered. Her varied client background allows her to draw on multiple approaches to both business and technical issues. She is also very conscious of the need to meet client deadlines and to demonstrate progress with interim deliverables.

Summary of Experience
KC Butler is a technical writer who has a concentration in overall information technology and core business/e-business functions for both large and small companies. Her experience and in-depth understanding enable her to quickly grasp the key business needs of an organization and compose materials for an array of audiences and also enables her to quickly assimilate complex projects. KC has over ten years of experience in analyzing business situations, including five years in the telecommunications industry.

KC has used a variety of tools for technical writing and composition and is able to adapt quickly to new tools that clients may prefer.

Education
B. S. in Business Administration, Fort Ord Military College; Associates in Information Systems & Operations Management, University of California San Diego

Environment
Packaged software
Windows

FREELANCE WRITER/DESIGNER – INVESTMENT ATLANTA, INC.
January 2002 – Present
eBusiness Analysis and Web Design

Responsible for feasibility study, analysis, software selection, and implementation of a startup nonprofit organizations web site.

Analyzed business processes via individual interviews, group interview, and review of business and donation procedures. Prepared business process diagrams of current operations for facilities, financial and account management, marketing, public relations and inventory. Authored Business plans, grant proposals, event promotionals, press releases, employee handbooks, policies and procedures, newsletters, video scripts and production, facility safety information.

Designed website and wrote all content. Future website will enable visitors to donate to organization and purchase art and tickets to annual events. The website will provide better access to a broader range of philanthropy.

Environment
SAP/CCS, XML
WebMethods, Flash
DHTML, Macromedia
Fireworks, Win2000

PROJECT/BUSINESS ANALYST– SAIC
March 2001 – December 2001
e-Business Analysis and Solution Implementation for Entergy Corporation

Responsible for the initial project analysis and preparation of data related to Texas utility deregulation. Prepared written and verbal deliverables, reports and presentations for management and customer review as required by the contract (business case, feasibility analysis, and retail energy competitor research in the Texas market). Prepared project scope documents, authored the project charter and statement of work, performed weekly project tracking and risk reporting, resource allocation reports, maintained complex project schedules and obtained management and legal approvals. Project managed under CMM Level 2 certification.

Project team launched a brochure ware website in compliance with CMM Level 2 with future plans of implementing a CRM solution.

Environment
Interwoven,
CommerceOne,
PlanView, Clarify, WinNT

PROJECT/BUSINESS ANALYST – iXL
March 2000 – November 2000
CRM Implementations for Fortune 500 companies

Developed multiple RFI documents to qualify third party vendors and managed the selection process. Third party consisted of web hosting, system engineering, developers, software companies, and enterprise/CRM Subject Matter Experts.

Acted as a scribe during functional, business, and technical specification sessions. Assisted with analyzing customer business needs versus existing capabilities and documented the gaps. Utilized Rational Suite (Rational Unified Process, Requisite Pro, Clear Quest, Analyst Studio and Rational Rose) throughout the development lifecycle. Documented project work sessions: business modeling, knowledge transfer and project transition.

Environment
Packaged and custom
applications, WinNT

PROJECT MANAGEMENT ANALYST – BERNARD HODES
November 1999 – February 2000
Multi-million dollar recruitment marketing campaign for Home Depot

Responsible for documenting the solution and strategy for the recruitment campaign of 150,000 associates. Strategy consisted of Internet recruitment; career/job fairs, mass media/public relations, internal communications/promotions, college recruitment programs and the enhancement of their clients Associate Referral Program.

Analyzed business processes via JAD sessions, individual interviews, documentation reviews, and technical reviews. Overall role and responsibility involved: gathering requirements from store managers and HR executives, maintained version control of all project documentation and customer correspondence, data manipulation, and project tracking (tracking each project phase), identifying resource over-allocation and escalating issues to senior management for resolution.

Assisted in authoring job requirements for print publications and website content.

Environment
Oracle, PeopleSoft,
Custom applications,
WinNT

PROJECT COORDINATOR/ANALYST – BELLSOUTH
March 1998 – July 1998
Project goals were to centralize financial, information technology and employee services to a Shared Services Center.

Acted as the scribe during business and functional requirements sessions. Highlighted objectives, action items for the assigned project phases and technical strategies and tactics to achieve business needs.

Assisted the project executive & management team throughout the project lifecycle from discovery to deployment with documenting meeting minutes, budget justifications, statement of work, project charter and issues database.

Documented results of Conference Room Pilot of Oracle and PeopleSoft financial and HRIS modules. The Business Process Re-Engineering based on this in-house exercise resulted in a successful overall business unit consensus prior to implementation.

Karen DeRenzo
Senior Project Manager

FUNCTIONAL ROLES
- Program Director
- Senior Project Manager
- PMO Developer
- Delivery Management
- Product Manager
- Applications Developer
- Business Analyst
- Database Administrator
- Network Administrator

BUSINESS SOLUTIONS
- Network Replacement
- Siebel Implementation
- Call Center
- Application Development & Maintenance

ENVIRONMENTS
- IBM Mainframe
- As400
- NT
- Novell

APPLICATION SOFTWARE
- Microsoft Networking
- Oracle
- Microsoft Office
- Microsoft Project
- DB2
- MS SQL

INDUSTRIES
- Telecommunications
- Insurance
- Oil & Gas
- Banking
- Health Services

CLIENT LIST
- Bell South
- State of Georgia, DOAS
- Delta Technologies
- Indus International
- SunTrust
- Barton Protective Services
- Contel Telecom
- AFC Enterprise

Karen DeRenzo has a strong combination of business fundamentals and technology providing a solid, broad-based foundation for evaluating, changing and implementing business solutions. She has built a strong reputation for completing high quality projects on time and within budget. Her diverse background in Information Technology and senior-level experience allows her to add value to a client in multiple roles.

Karen provides Management Consulting to major clients with a focus on delivery management. She has over 15 years of technical management and over 20 years of technical experience in Information Technology. Karen has proven leadership skills in a management capacity directing and managing technical staff in the development and delivery of hardware and software solutions.

Karen has experience with strategic projects in the planning, analysis, design, construction, and implementation of computer systems. Her technical and business background is diverse and includes the management of delivery teams in large mainframe computing environments, midsize environments, and client server environments.

Karen has a strong foundation in IT development and business analysis. She has served as a programmer, an application designer, business analyst, systems integrator, data communications analyst, process engineer, quality analyst, and project manager.

Having a development background allows her to understand the problems and concerns of projects and project teams on a day-to-day basis and her communications skills allow her to work with all levels of staff from business, junior level programmers to senior management.

Several of Karen's projects included the planning, design, and coordination for the replacement from Token Ring to Ethernet Infrastructure, the conversion of the Communication Room technology, conversion of Novell Servers to NT Servers, and migration of the Hardware and Software on the Servers and Desktop.

Karen has worked as an advisor to several Project Management Offices (PMO) including with Delta Technology, to establish processes and procedures, mentor junior staff and provide guidance on strategic projects.

Functional Roles
Program Management

Product Development &
Implementation

Project Management

Ciber-Custom Solutions Group, Atlanta GA
Delivery Manager, June 2001 – Present
- Delivery Manager for CIBERprojects from proposal development through customer delivery. Responsibilities include assembling technical teams for large and small projects, project management, and the development of custom solutions.
- Sr. Project Manager overseeing the development of Siebel to Lotus Notes Integration application for Indus International.
- Sr. Project Manager for the State of Georgia Public Safety Web based Accident Tracking system prototype. Oversee the development and delivery of the Web based prototype.
- Responsible for the assessment of Facility Use processes for Cobb County School District.
- Working with the CIBER National HIPAA practice leader, assists in the development of HIPAA project plans, strategies and methodologies.

Environment
Siebel CRM
Data Warehousing
Oracle
Client Server
IBM Mainframe

Ciber-Custom Solutions Group, Atlanta GA
Senior Project Manager for BellSouth Customer Markets,
July 2000 – June 2001
- Provide input to BellSouth senior management on status of program delivery, issues tracking and resolution, operations scheduling and monitoring, change control and risk management.
- Assisted in the development of program integration strategy and planning, identify, track, resolve and report on program level integration issues.
- Identify requirements, establish processes, and develop implementation plans for moving technology from the development phase through the production turnover phase.
- As a Solutions Provider, supplied and managed a technical team to assist BellSouth Customer Markets Service division with the planning and implementation of the Siebel Communications CRM System. Responsible for the management of the day to day activities of the Ciber technical team, project planning and reporting, change control management and defect management.
- Responsibilities included management of the Ciber team made up of project administrator, User Acceptance Testing team, and a Data Analysis team.
- Deliverables from the Ciber team included the overall project plan, UAT plan, status on the project timeline and budget, and assisted the business with the conversion of business data from the legacy systems to the new CRM system.

Environment
PeopleSoft
LDAP
CITRIX
NT & Novell
Tivoli
Technology Renewal

Ciber-Custom Solutions Group, Atlanta GA
Senior Project Manager for Delta Technology,
Sept 1998 – July 2000
- Provided Delta Airlines Delta Technology with Project Management, assisted with several major projects including the Airport Renewal at the Atlanta Airport, Atlanta Cargo and Atlanta GSE facilities. Assisted in the coordination and scheduling with external teams across various technical departments and business departments.
- Responsibilities included the planning, design, and coordination for the replacement from Token Ring to Ethernet Infrastructure, the conversion of the Communication Room technology, conversion of Novell Servers to NT Servers, and migration of the Hardware and Software on the Servers and Desktop.
- Responsibilities included the overall planning for the PC deployment in support of the PeopleSoft B2B conversion. Assist with the coordination to

over 400 Delta users, and the implementation of CITRIX to over 200 users.

- As an advisor to the Project Management Office (PMO), provide mentoring to internal staff to increase skills in the area of project management. Assisted Delta Technology with the development of internal program management to track and monitor the delivery teams.

Environment
IBM Mainframe
Network Administration
Technology Renewal

MA&A Group, Atlanta GA
Senior Project Manager for SunTrust Corporate Services,
March 1998 – July 1998

- Served as Project Managers for the Technology and Infrastructure Replacement project, involved in the development of strategy, processes, plans, and pilots for the migration and conversion to Y2K compliant Servers and PC's.
- Responsible for working with SunTrust senior management, bank management, and vendors in the development of plans and processes for vendors to perform site surveys, user training, and technology replacement.
- Supervise a team of 55 responsible for developing plans, standards, policies, processes to migrate to new servers and desktops. Responsible for hiring and supervising a contracting staff to provide application migration and conversion planning and pilot roll out.
- Worked with SunTrust Network administration, security, and application management to ensure all technical areas were included in the processes and planning.
- The replacement involved over 20,000 PC's and 1000 servers on several platforms including Windows 95, Windows NT, and OS2.
- Based on site survey information, user interviews, and business requirements, profiles were developed for the migration on one of several standard platforms. Server standards were established for the various business units.
- Travel was required at each major bank to present renewal plans, to review SunTrust policy and plans and address senior bank management concerns for the conversion.

Functional Role
RPF Development
Vendor Evaluation
Product Evaluation

MA&A Group, Atlanta GA
Project Manager for AHL Services,
December 1997 – February 1998

- Assist AHL Services senior management with the development of an RFP for a client server time tracking system.
- Work with each vendor to coordinate the responses between AHL and the vendor.
- Worked with a team on site surveys and was responsible for analysis and approval of the survey data.
- Coordinated the demonstrations with AHL management, developed the report cards for management to score the vendors, assisted AHL with the evaluation and assisted with the final selection of the software and hardware system. Criteria for selection included PC based collection system, Windows 95, and automated time collection.

Functional Role
Project Manager

Environment
IBM Mainframe

Comsys Technical Services, Atlanta GA
Project Manager for State of Georgia, DOAS,
September 1997 – December 1997

- Primary responsibility was project management supervising a team of consultants for the conversion of the payroll and personnel systems from older IBM technology to more current technology.
- Supervise a team of Business Analysts and application programmers

working on the conversion from COBOL VS to COBOL II, TOTAL to DB2, and the conversion to have all code Y2K compliant.

Functional Role Develop Nationwide PC Rollout Program Oversee PC Rollout, Scheduling, Mentor Field Engineers in Networking, Installation, & Support Vendor & Contract Management	**MA&A Group, Atlanta GA** **Senior Project Manager for AFC Enterprises,** **August 1996 – July 1997** • Primary responsibility was to work with AFC management and IBM Global Services to develop processes and plans for the rollout of 2 separate PC roll out projects. Both projects were tracked using Project Workbench. Both projects required the administration of a project budget, the development of site survey processes, user training plans, and extensive vendor negotiation and coordination. • The first rollout project was to implement a PC based Back Office restaurant system in over 800 locations nationwide. PC's were configured with Windows 95 and Office 95. Servers used Windows NT with Sybase. • Duties included the development of site surveys which included wiring, environmental control, network cabling, modem connectivity, space requirements, and existing PC equipment. • Time was spent on site working with the vendors and AFC staff to develop site survey requirements, testing the site survey processes, monitoring the installation process at over 36 different pilot sites in New Orleans and Georgia. IBM was awarded the contract for the IBM PC's, Coconut Code was awarded the contract for the Back Office software, on site software installation, and on site software support. Installation of the PC's and the user training was provided by AFC. • The second PC Rollout project was to implement 800 PC based Franchise Support systems to franchise owners nationwide. Compaq was awarded the contract for PC's running Windows 95 and Office 95. Comp USA was awarded the contract for installation, user training, and on site support. Project Management responsibilities were similar to the Back Office project.
Functional Roles Network Installation Facility Construction Call Center Management Vendor Management Contract Management	**MA&A Group, Atlanta GA** **Senior Project Manager for Barton Protective Services,** **November 1994 – August 1996** • Worked with senior management to evaluate and select a time tracking system that would interface with the AS400 financial system. • Responsible for the design, construction, implementation and day-to-day operations management of 7x24 time tracking center, including the hiring and management of personnel. • Responsibilities included evaluating and assisting in the selection of a customized system, budgeting, project planning, purchasing software and hardware, purchasing networking equipment, managing vendors, vendor negotiations and coordination. • Provide direction to vendors for the installation of hardware and software including the planning, scheduling, installation, implementation, customization, and coordination between the vendors and end users. • Responsibilities included working with vendors for the installation of all PC's and servers, planning and overseeing the implementation at pilot sites. • Provide management with the project plans and roll out schedules for nationwide roll out.
Functional Roles Project Management Manager Technical	**MA&A Group, Atlanta GA** **Project Manager for Risk Sciences a subsidiary of CRAWFORD,** **August 1994 – October 1994** • Project Management support for the conversion of VM/XA to VM/ESA and

Services

Systems Programmer

Applications Develoment

the upgrade of NOMAD including planning, scheduling, implementation and coordination.
- Provided support between technical services, applications development and regional support teams.
- Responsibilities included project planning for the data integration between applications on the IBM Mainframe.

HBO & CO'S HEALTHQUEST, ATLANTA GA
Senior Programmer Analyst, 1990 - 1991
- Responsible for all aspects of product delivery including planning, installation of all hardware and software, customer service, directing a team of Technical Specialists for installation and implementation, software and hardware evaluation, presentations, training, software development and software support.
- Responsibilities included directing the planning and integration between Client Servers, LAN's, PC's and the IBM Mainframe including setup for the Data Communications, LAN, Gateway, and PC hardware and software.

Contel Telephone Operations, Atlanta GA
Manager, Technical Services, 1989
- Manager of technical teams in a multi-platform environment for support of IBM mainframe computers with communication links to Digital computer equipment and computers in national regional offices.
- Responsibilities included managing teams for the installation and implementation of Pansophic's CMF/LCS library product, integrating with MVS/XA, MVS/ESA, PACBase CASE tools, DB2 Database, COBOL VS, COBOL II, Fortran, SAS, and CICS applications.

National Video Distribution Stars To Go, Fresno CA
Manager, Technical Services, 1988 – 1989
- Manager of Technical Services department that provided technical support to the application development staff and Data Center staff, database development and support.

National Video Distribution Stars To Go, Fresno CA
Manager, Technical Services, 1988 – 1989
- Manager of Technical Services department that provided technical support to the application development staff and Data Center staff, database development and support.
- Established and managed an IBM environment to support over 56 Retail Superstores.
- Responsibilities included Operating System Support, Design and Applications Programming.
- Completed the planning and installation of IBM computer equipment, software, SQL database, telecommunication system, security administration, automated job scheduling, completed the conversion of Point of Sale application system from WANG to IBM, completed the WANG, NCR and IBM integration linking the various remote store computers.

California Vision Service, Sacramento CA
Consultant Project Manager, 1985
- Performed software installation, systems design, development, programming and implementation of end user systems with a practical application of software engineering principles and techniques. Applications included Accounting and Insurance Benefits.

- Design and programming of separate major IBM MVS/XA mainframe database application systems, utilizing COBOL, IDMS, and ADSO.

Home Petroleum Oil and Gas, Denver CO
Consultant Programmer Analyst, 1984
- Performed software installation, systems design, development, programming and implementation of Oil and Gas Systems with a practical application of software engineering principles and techniques.
- Design and programming of separate major IBM MVS/XA mainframe database application systems, utilizing COBOL, IDMS, and ADSO.

Petro Lewis Investments, Denver CO
Consultant Programmer Analyst, 1983
- Performed software installation, systems design, development, programming and implementation of Oil and Gas Systems with a practical application of software engineering principles and techniques.
- Design and programming of separate major IBM MVS/XA mainframe database application systems, utilizing COBOL, IDMS, and ADSO.

Storage Technology, Denver CO
Project Manager, 1981 – 1983
- Performed software installation, systems design, development, programming and implementation of Physical Inventory and Standard Cost Accounting Systems with a practical application of software engineering principles and techniques.
- Design and programming of separate major IBM MVS/XA mainframe database application systems, utilizing COBOL, IDMS, and ADSO.
- Converted the COBOL Physical Inventory and Standard Costing manufacturing systems from DEC VAX to IBM. Conversion included data conversion as well as software conversion.

Petroleum Information, Denver CO
Product Manager, 1980 – 1981
- At client sites, performed software installation, systems design, development, programming and implementation of Oil and Gas Systems with a practical application of software engineering principles and techniques.
- Design and programming of separate major IBM MVS/XA mainframe database application systems, utilizing COBOL, IDMS, and ADSO.

Kissinger Petroleum, Denver CO
Systems Programmer, 1979 – 1980
- Performed hardware and operating system installation, operating system internals, and data center support.
- Systems programming, application design and programming on UNIVAC OS computer equipment utilizing COBOL, RPG II and Micro Assembler.

Western Farm Bureau Life Insurance, Denver CO
Systems Programmer, 1976 – 1979
- Performed hardware and operating system installation, operating system internals, and data center support.
- Systems programming, application design and programming on IBM DOS/VS Computer equipment utilizing COBOL, Mark IV, Assembler and CICS.

Jan Dillard, Ph.D., PMP
Senior Facilitator

Dr. Dillard is a Certified Project Management Professional (PMP) with over 19 years experience in project facilitation, information technology and educational development. She is a leading project facilitator with experience assisting some of the most complex information technology projects of the Fortune 500. Dr. Dillard has worked in both technology and non-technology environments. She has served in many capacities including program manager over multiple product lines, senior coach assisting IT executives, senior project manager of web-development, and educator.

Her extensive background includes facilitating the implementation of project management methodologies, establishing project offices, improving capability maturity, and assisting IT executives with enterprise portfolio management. Articulate and persuasive in handling customers, both internal and external, she is a natural leader with strong entrepreneurial spirit and a talent for transitioning strategy into action. She is a highly effective team builder, program leader and mentor.

Dr. Dillard has an outstanding reputation for helping companies raise their capability maturity level. She assists by identifying the current state through on-site interviews, determining the desired state by facilitating JAD sessions, and preparing a thorough gap analysis and detailed road map for achieving the desired future. Her recent work with Toyota Financial Services gave that Information Technology organization a better understanding of their organizational maturity and helped in their goal to move to Level 3 CMM.

Dr. Dillard has worked with many corporations in establishing effective Project Management Offices (PMOs). She is adept at identifying effective processes and determining practices and techniques that will bring value to the bottom line. Her work at Liberty Mutual Insurance and AXA Advisors established methodologies that enhanced communication among groups and streamlined the development process. Dr. Dillard also assists established PMOs to raise the maturity level of the organization. Her work with such corporations as ING Americas and Blue Cross Blue Shield of South Carolina allows companies to assess the maturity level of individual project managers and develop personalized development plans for each manager.

Dr. Dillard is also highly respected for her role as an educator in Project Management. She served on PMI's PMP Exam committee helping to develop the current PMP exam and was the Director of the PMSI's Project Management Center of Excellence (PMCE). As Director of the PMCE, Dr. Dillard managed the development and delivery of a program for developing mature project managers and preparing them to take the PMP. The series of nine courses was adopted by Georgia Institute of Technology's College of Computing.

Dr. Dillard has also worked with executives in managing their project portfolio. As Director of the PMCE, she developed an executive series of courses on "Managing Project Managers" and "Implementing a Culture for Successful Projects". Her work with Tufts Healthcare and Norfolk Southern Railway is evidence that a project portfolio approach to program management is effective.

Professional Education
Ph.D., 1982 University, Atlanta. GA
PMP (Project Management Professional, 1995 PMI Institute, Philadelphia, PA
Masters of Arts in Teaching, 1977, Emory University, Atlanta, GA
B. A. in History, 1972, Furman University, Greenville, SC

FUNCTIONAL ROLES
- Lead Facilitator
- Specializing in Project Methodologies
- Assistance in CMM
- PMO Development
- Business Analyst consultant

BUSINESS SOLUTIONS
- PMO
- PMM
- RUP
- SEI/CMMI

ENVIRONMENTS
- CICS
- Client server / cross platform
- IDMS
- MVS/TSO
- Various mainframe systems
- VSAM

CLIENT LIST
- Toyota Financial Services
- Delta Air Lines
- Eli Lilly
- Norfolk Southern Railway
- Blue Cross Blue Shield of SC
- Bell South
- AXA Advisors
- Liberty Mutual
- Tufts Healthcare
- Georgia Institute of Technology

Summary of Experience

Dr. Dillard led the establishment of Provant Project Management's Information Technology implementation practice. Starting in 1996 with no Information Technology projects, Dr. Dillard helped to establish what has become one of Provant Project Management's major revenue divisions. Dr. Dillard was featured at the '97 Nordnet Conference in Iceland, speaking on Quality in Software Development and was later featured in a Swedish periodical on the same subject.

Also, while at Provant, Dr. Dillard successfully developed the Project Management Center of Excellence, which offered a Certificate Program for career project managers. She designed the Executive Series specializing in educating senior management to the practices associated with managing programs throughout the enterprise as well as individual projects. The Project Management Center of Excellence certification program realized $4 million in revenue before combining with Project Mentors.

Dr. Dillard was responsible for managing Delta Air Line's "Airport of the Future" IT Program, a $50 million airport automation project. The Airport of the Future Program deployed over 3,000 multi-product workstations in 90 U.S. airports to Delta Air Lines. This program included reconstruction of airport ticket counters, baggage facilities and curbside check-in. It also included the development of software applications for six product lines including baggage handling, ticket agent customer service, passenger check-in at gates, curbside touch screen, and deployment of RF technology for cargo handling. The environment included C++, Visual Basic, DB2 and proprietary software on IBM personal computers serving as clients to a Novell-based Local Area Network. The front-end applications integrated to multiple airline legacy systems running primarily on IBM System 390 mainframes.

Ms. Dillard served as Senior Project Manager for the development of a web-based development project at AXA Advisors. The application provided an eLearning approach to teaching concepts and skills to new financial planners. She headed up the development team and interfaced with Senior Management to ensure the timely delivery of the product. The learning applications were delivered via the Internet. A third-party vendor was responsible for building and testing the application. The project team included curriculum design specialists, web developers, programmers, and compliance specialists. The project was delivered on time and within budget to accompany the deployment of the new financial planning IT application.

Dr. Dillard conducted a maturity assessment of Toyota Financial Services' major Information Technology project implementations of the past year. Serving as consultant to the Project Management Office (PMO), Ms. Dillard identified key performance areas where maturity enhancements would best affect business results. Results were given to the individual mentoring program to enhance the skills of specific project leaders.

Summary of Work Experience

Functional Role Executive Consulting	**Glenridge Consulting Group,** May 2002 to Current Ms. Dillard is the Senior Partner responsible for sales of Consulting Services and management the 30+ independent contractors associated with the Glenridge Group. In addition, Ms. Dillard provides executive coaching and specialized workshops for client executives.
Functional Role Development of PMCE Program Manager Engagement Manager	**Provant Project Management** (Formerly Project Management Services, Inc. 'PMSI') Vice President, Senior Consultant Oct. '96 to May '02 Ms. Dillard led the establishment of PMSI's Information Technology implementation practice. Starting in 1996 with no Information Technology projects, she helped to establish what has become one of Provant Project Management's major revenue divisions. Ms. Dillard was featured at the '97 Nordnet Conference in Iceland, speaking on Quality in Software Development and was later featured in a Swedish periodical on the same subject. Ms. Dillard also successfully led the development of the Project Management Center of Excellence (PMCE), which offered a Certificate Program for career project managers. The PMCE Certificate program included nine courses that specialized in the methodology supported by the Project Management Institute (PMI) and prepared participants for the PMP exam. She designed the Executive Series specializing in educating senior management to the practices associated with managing projects throughout the enterprise. The Project Management Center of Excellence certification program realized $4 million in revenue before the purchase by Provant, Inc.
Functional Role Program Manager Supervisor	**Delta Air Lines Technology and Delta Air Lines, Inc**. June 1983 to October 1996 Planner , Supervisor, Program Manager Ms. Dillard served in a series of progressive responsibilities including the supervision of a staff of 16 senior planners responsible for providing in-house technology consultation for user department automation. She managed the group that completed 300+ projects annually and continually monitored the newest technological developments and translation of user needs to appropriate automation solutions.

Details of Work Experience

Environment

PMM
PMBOK
SEI/CMMI

Executive Consultant
February 2002 – April 2002

Executive coach and project assessor for Toyota Financial Services (TFS), the finance lending organization for Toyota Motor Company and Lexus Corporation. Conducted a maturity assessment of the major Information Technology project initiatives of the past year. Serving as consultant to the Project Management Office (PMO), Ms. Dillard identified key performance areas where maturity enhancements would best affect business results. Results were given to the TFS executives and to the individual mentoring program to enhance the skills of specific project leaders.

Environment

PMBOK
SEI/CMMI
HTML
ASP
ORACLE

Executive Consultant
August 2001 – January 2002

Dr. Dillard provided coaching and mentoring to AXA's executive team leading the growth of their new Learning Center. She established project procedures designed to streamline the curriculum development process and the implementation of new courses. She facilitated the deployment of project management best practices in this high-pressured financial planning enterprise.

Dr. Dillard also served as Senior Project Manager for the development of a web-based development project. The application provided an eLearning approach to teaching concepts and skills to new financial planners. She headed up the development team and interfaced with Senior Management to ensure the timely delivery of the product. The learning applications were delivered via the Internet. A third-party vendor was responsible for building and testing the application. The project team included curriculum

Account Executive
January 2000 – July 2001

Engagement manager, account executive and sales leader for major accounts at Provant Project Management. Responsible for ensuring client satisfaction with Provant consultants and the placement of appropriate resources. P&L responsibilities for each account as well as revenue collection. Representative clients included Eli Lilly, Blue Cross Blue Shield of SC, Manhattan Associates, AXA Advisors, John Harland Company, Georgia Institute of Technology, and Furman University.

Director, Project Management Center of Excellence
February 1998 – January 2000

Directed the development of the Project Management Center of Excellence, which offered a Certificate Program for career project managers. The PMCE Certificate program included nine courses that specialized in the methodology supported by the Project Management Institute (PMI) and prepared participants for the PMP exam. She designed the Executive Series specializing in educating

senior management to the practices associated with managing projects throughout the enterprise. The Project Management Center of Excellence certification program realized $4 million in revenue before the purchase by Provant, Inc.

Vice President
Provant Project Managemenet (formerly PMSI)
October 1996 – February 1998

Ms. Dillard led the establishment of PMSI's Information Technology implementation practice. Starting in 1996 with no Information Technology projects, she helped to establish what has become one of Provant Project Management's major revenue divisions. Ms. Dillard was featured at the '97 Nordnet Conference in Iceland, speaking on Quality in Software Development and was later featured in a Swedish periodical on the same subject.

Program Manager
June 1983 to October 1996
TransQuest, (Delta Air Lines Technology) and Delta Air Lines, Inc.

Responsible for managing the "Airport of the Future" IT Program, a $50 million airport automation project. The Airport of the Future Program deployed over 3,000 multi-product workstations in 90 U.S. airports to Delta Air Lines. This program included reconstruction of airport ticket counters, baggage facilities and curbside checkin. It also included the development of software applications for six product lines including baggage handling, ticket agent customer service, passenger check-in at gates, curbside touch screen, and deployment of RF technology for cargo handling.

Ms. Dillard served in a series of progressive responsibilities including the supervision of a staff of 16 senior planners responsible for providing in-house technology consultation for user department automation. She managed the group that completed 300+ projects annually and and continually monitored the newest technological developments and translation of user needs to appropriate automation solutions.

Significant Accomplishments

AXA Advisors, Learning Center *Aug 2001 – Jan 2002*	Dr. Dillard provided coaching and mentoring to AXA's executive team leading the growth of their new Learning Center. She established project procedures designed to streamline the curriculum development process and the implementation of new courses. She facilitated the deployment of project management best practices in this high-pressured financial planning enterprise.
Toyota Financial Services, Information Services Project Maturity Assessment *Feb 2002 – Apr 2002*	Ms. Dillard conducted a maturity assessment of Toyota Financial Services' major Information Technology project implementations of the past year. Serving as consultant to the Project Management Office (PMO), Ms. Dillard identified key performance areas where maturity enhancements would best affect business results. Results were given to the individual mentoring program to enhance the skills of specific project leaders.
Provant Project Management Center of Excellence *Oct 1996 – Feb 1998*	Dr. Dillard successfully developed the Project Management Center of Excellence, which offered a Certificate Program for career project managers. She also designed the Executive Series specializing in educating senior management to the practices associated with managing projects throughout the enterprise. The Project Management Center of Excellence certification program realized $4 million in revenue before combining with Project Mentors.
Provant Information Technology Implementation Practice *Oct 1996 – Feb 1998*	Dr. Dillard led the establishment of Provant Project Management's Information Technology implementation practice. Starting in 1996 with no Information Technology projects, Dr. Dillard helped to establish what has become one of Provant Project Management's major revenue divisions. Dr. Dillard was featured at the '97 Nordnet Conference in Iceland, speaking on Quality in Software Development and was later featured in a Swedish periodical on the same subject.

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Ann Downing
Senior Business Modeler

Ann Downing is an Information Technology professional with over ten years of experience. She is highly skilled in analysis and documentation of business processes and data, including techniques for gathering the information through interviews, facilitated sessions, and review of business and technical materials. For the past five years, she has developed data and process models for healthcare, government, and non-profit organizations. She also has experience with modeling tools, training, database development, data quality analysis, information strategy planning, and business process re-engineering.

A strong foundation of business knowledge coupled with experience in both business and technology has enabled Ann to develop a reputation for mastering the most complex situations. She has been able to expand her responsibilities to cover multiple roles for small organizations or maintain a narrow focus as required by larger organizations.

Ann's specialty is balancing the strategic perspective of an organization with the important operational details. She is known for keeping the analysis team on track with the broader vision of the organization. Her probing questions and analytical style ensure that all aspects are covered. Her varied client background allows her to draw on multiple approaches to both business and technical issues. She is also very conscious of the need to meet client deadlines and to demonstrate progress with interim deliverables. The quality of her analysis and the resulting models always make her an invaluable project resource.

FUNCTIONAL ROLES
- Data Modeler
- Business Modeler
- Project Manager
- Data Analyst
- Business Analyst

BUSINESS SOLUTIONS
- Human Resources
- Order Management
- Finance and Accounting
- Inventory Management

ENVIRONMENTS
- Oracle
- DB2
- Sybase

APPLICATION SOFTWARE
- Physician management
- Library management
- Custom developed

INDUSTRIES
- Public health
- Managed healthcare
- Law enforcement
- Non-profit
- Electric utility

CLIENT LIST
- Kaiser Permanente
- Dekalb Board of Health
- Private library
- Florida Power & Light

Summary of Experience
Ann Downing is a data modeler who has concentrated in healthcare and core business functions for both large and small companies. Her experience and in-depth understanding enable her to quickly grasp the key business needs of an organization and translate them into clear and focused solution objectives.

Ann has over ten years of experience in analyzing business situations, including five years in the healthcare industry.

Ann has used a variety of modeling tools and is able to adapt quickly to new tools that clients may prefer.

Education
B. S. in mathematics, University of Michigan; graduate study, Catholic University of America, Washington, D.C.

Environment Packaged software Windows	**PROJECT MANAGER/ANALYST – NONPROFIT ORGANIZATION** January 2002 – present *Library Automation* Responsible for feasibility study, analysis, software selection, and implementation. Analyzed business processes via individual interviews, group interview, and review of library procedures. Prepared business process diagrams of current operations for inventory management, patron management, circulation, and administration. Created data model. Developed business process redesign for checkout process and non-book acquisition. Managed installation of library management software, training, and conversion. Library can now provide better access to a broader range of patrons.
Environment Sybase, Oracle	**BUSINESS AND DATA ANALYST– KAISER PERMANENTE** January 2001 – May 2001 *Assess impact of change in Chart of Accounts on data and business processes.* Responsible for the initial project analysis and preparation of data related project plan. Coordinated business analysis and conversion planning. Analyzed all business processes that used any portion of the account number via interviews, code reviews, and database queries; developed data and business change specifications, updated affected data models, determined database conversion considerations.
Environment Custom Software	**PROJECT MANAGER/ ANALYST – DEKALB BOARD OF HEALTH** June 1999 – October 2000 *Develop and implement private physician data exchange with county Immunization Registry.* Responsible for coordination with upper management, vendors, physician office staff, and developers. Analyzed physician office processes for handling pediatric immunizations. Mapped data from medical practice management systems to immunization Registry data requirements, tested extraction program and verified extracted data. Documented process changes for physician offices to effect timely entry and access of Registry medical records.

Environment Sybase/software package; Oracle/custom development	**DATA ANALYST – KAISER PERMANENTE** August 1996 – May 1999 *Recommend a solution to reconcile disparate data within organization about its healthcare professionals* Responsible for proposing a solution to upper management and leading the effort to implement the solution. Analyzed business processes via JAD sessions, individual interviews, documentation reviews, and technical reviews. Analyzed data quality, recommended data cleansing actions to the business. Developed model of data associated with healthcare professionals; created models of related processes. Conducted software package evaluation for master provider database system Implemented software solution for 15 direct users (Wider access accomplished via Data Warehouse). *Analyze data and processes required to automate Referral Orders* Part of three person team responsible for performing detailed analysis of referral processes and validating them with medical personnel. Built Referral Order logical data model; maintained model during development including generating DDL for Oracle
Environment Custom development	**CONSULTANT – TEXAS INSTRUMENTS SOFTWARE** November 1991 – May 1996 *Onsite consultant for IEF customers and instructor in TI education centers for training on Information Engineering, full life cycle development using IEF, and Information Strategy Planning.* Led analysis teams to build data and process models for Criminal Justice Information System, Inventory/Materials Management, Retail Pricing. Developed Information Strategy Plans for customers. Clients included City of Norfolk, Florida Power & Light, Belk Stores, Hoechst-Roussel pharmaceuticals Intensive training in Texas Instruments' Business Process Re-Engineering based on in-house re-engineering of the Accounting and Consumer Products organizations. Consulted with clients in the Southeast on BPR techniques

Suzanne Downing
Technical Writer / Editor

FUNCTIONAL ROLES
- Technical Writer
- Copy Writer
- Editor
- Team Leader
- Project Administrator

BUSINESS SOLUTIONS
- Finance and Accounting
- Sales and Marketing
- Technology Development

APPLICATION SOFTWARE
- Microsoft Office
- Open Office
- Visio
- Microsoft Project
- RoboHelp Office
- PaintShop Pro
- HTML editors

INDUSTRIES
- Healthcare
- Non-profit
- Technology
- Education
- Personnel Recruiting

CLIENT LIST
- DeKalb County Board of Health
- MATCH, Inc.
- Emory University
- Kaiser Permanente
- Iterated Systems, Inc.

Suzanne Downing has more than 15 years experience documenting technical and non-technical projects. She is skilled in multiple disciplines of written and oral communications and gives particular attention to grammar and sentence structure, which are key to accurate communication. She is practiced in gathering and collating information from diverse sources and presenting it concisely and accurately in a variety of formats. She is adept at encouraging and facilitating information exchange within and between technical teams, sales and marketing teams, end users, and management.

In addition to her documentation abilities, Suzanne is also accomplished in establishing schedules, meeting deadlines, and adapting to new situations. She is able to learn new tools and information quickly and to assimilate that knowledge into her project work. She brings her project management, analytical and organizational skills to all of her documentation projects.

Suzanne has a talent for coordinating multiple project goals and deadlines to enable successful completion of each of the projects. Fellow team members and management both rely on her attention to detail and ability to see the big picture to keep her projects on track and on budget, while anticipating any potential difficulties or delays and addressing them before they become major issues.

Suzanne is proficient in communicating with clients, co-workers, and management. Her background has given her experience both working with people in each category and as a member of each category, so she is familiar with their specific interests and concerns and is able to address them successfully and succinctly.

Summary of Experience
Suzanne Downing is a writer/editor who has worked in Corporate, Technical, and Research environments. Her broad base of experience has enabled her to quickly assess the communication and documentation needs in any situation and develop solutions to address those needs efficiently and effectively.

Suzanne has spent over fifteen years writing and editing both technical and non-technical documents, including extensive experience documenting meetings, brainstorming sessions, planning sessions and other corporate functions.

Suzanne has used numerous software packages and other tools throughout her career and has a well-established history of learning new packages and tools quickly and easily.

Professional Education
Vanderbilt University

Training
Fundamentals of Data Modeling and Relational Data Design, 1996

SUZANNE DOWNING

Environment MS Windows World Wide Web	**WEB SITE DEVELOPER - DOWNING CONSULTING, INC.** 2002 – present Redesigned and built company web site. Assessed the marketing and informational needs the web site should address and developed the web site structure and format to meet those needs. Wrote and edited copy for the entire site. Wrote and edited HTML code for the site. Located and resolved any technical or operational difficulties.
Environment MS Windows	**ONLINE HELP DEVELOPER - MATCH (METRO ATLANTA TEAM FOR CHILD HEALTH), INC.** 2001 – 2002 Developed online help for immunization registry software. Converted and reformatted user guide text to suit the online help format, both in appearance and style. Created Hotspot graphics based on graphics used in printed documentation.
Environment MS Windows Custom Software	**TECHNICAL WRITER / TRAINER – DEKALB COUNTY BOARD OF HEALTH** 1999 – 2000 Prepared and presented marketing demonstrations of immunization registry software targeted to private healthcare providers. Developed training course and materials targeted to novice PC users for immunization registry software. Conducted user training sessions based on these materials.
Environment MS Windows Custom Software	**TECHNICAL WRITER / EDITOR – MATCH, INC.** 1999 Revised user guide to reflect software updates, including new features, new user interface and other operational changes.
Environment MS Windows Custom Software	**PROJECT DOCUMENTATION SPECIALIST – EMORY UNIVERSITY** 1998 – 1999 Documented project meetings including topics discussed, issues raised, and action items defined. Collaborated on and edited project documents including study protocols, semi-annual study progress reports, and other grant-related documentation. Coordinated project schedule between the Atlanta team and the Arizona and San Diego teams. Researched and consolidated data analysis results for study team review. Edited final paper for presentation to CDC and to 2000 National Immunization Registry Conference.

Environment
MS Windows
Custom Software

TECHNICAL WRITER – MATCH, INC.
1998

Developed and maintained agenda and other materials for the annual planning session. Documented annual planning session including topics discussed, issues raised and action items assigned.

Edited and contributed to annual report.

Created Technical Support Guide documenting common user technical support issues and solutions for use by technical support representatives in telephone and online customer support.

Environment

DATA ANALYST – KAISER PERMANENTE
1998

Developed data mapping for HL7 messages between legacy systems and new diabetes registry

Documented development issues arising from data analysis.

Environment
MS Windows
Custom Software

TECHNICAL WRITER – ARISBE INFORMATION SYSTEMS, INC.
1997 – 1998

Created user and system guides for previously undocumented immunization registry software.

Environment
MS Windows
Custom Software

COPY WRITER – MATCH, INC.
1997

Designed marketing brochures and edited copy describing features of the MATCH immunization registry and the value of MATCH membership.

Designed and developed trade show exhibit for display at 1997 National Immunization Conference.

Environment

OPERATIONS COORDINATOR – ITERATED SYSTEMS, INC.
1990 – 1995

Documented Board of Directors, Management, Sales & Marketing, and Production Planning meetings including topics discussed, issues raised, and action items defined.

Environment

OFFICE MANAGER – WHITLOW & ASSOCIATES, INC.
1987 – 1990

Proofread and edited quarterly newsletter published statewide for the personnel recruiting industry.

Researched and ghostwrote articles for national publication within the personnel recruiting industry.

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FUNCTIONAL ROLES
- Project manager
- Business Process Engineer
- Quality Analyst
- Business Analyst
- Programmer/Designer

BUSINESS SOLUTIONS
- Billing
- Call Center
- Call Routing
- Call Rating
- Process Metrics
- Process Improvements
- ISO 9000

ENVIRONMENTS
- IBM Mainframe
- Sun Client-Server
- IMS DB/DC
- Unix, C
- WIN 9X
- COBOL
- Assembler
- HTML
- Javascript
- MS Office, Visio

INDUSTRIES
- Telecommunications
- State Government

CLIENT LIST
- WorldCom
- GET Wireless
- State of Georgia
- AT&T

Scott T. Gardner
Facilitator

Scott Gardner is a highly experienced and adaptable systems professional in all facets of information technology (IT), both management and technical. Adept at facilitating discussions and building consensus among concerned parties, learning and applying new technologies, identifying and solving problems, and getting stalled or off-track projects back on the right path.

With a strong foundation in IT development and business analysis he has provided direction on quality initiatives and practical project problem solving. Adept at determining user's needs and turning them into useful requirements for subsequent development.

He has served as a programmer, an application designer, business analyst, systems integrator, data communications analyst, process engineer, quality analyst, and project manager.

He has led technical teams both locally and remotely within the United States and Europe. His broad experience brings a practicality to projects, while his analytical approach and creativity give rise to unique solutions.

Having a development background allows him to understand the problems and concerns of projects and project teams on a day-to-day basis and his communications skills allow him to work with all levels of technician and management.

Summary of Experience
Scott Gardner has over 28 years experience in IT. From programming in assembly language, COBOL. and PL/I to C, HTML, ASP, and Javascript Scott as maintained the development skills that allow him to relate to other IT professionals.

Years of business analysis experience include requirements gathering and documentation, functional analysis, data modeling, and human factors analysis in support of development of billing, call center, and inventory systems.

He has led efforts in his organization to prepare for Y2K and ISO 9000 registration and created metrics programs.

He has project managed dozens of small to medium projects through all phases of the systems development life cycle (SDLC) and ensured their on-time delivery within budget.

Professional Education
Masters Certificate in Project Management, George Washington University, 1998

Lead Assessor of Quality Systems, Perry Johnson, Inc., 1993

Bachelor of Science (Mathematics, Computer Science), Bowling Green State University, 1973

Functional Roles	**Senior Consultant**
Product Development Manager Business Process Engineer Facilitation	February 2000 to April 2002

Product Development Manager to an international telecommunications company. Product manage the IT side of telecommunications services product offerings from development through initial production creating high level plans, schedules, and cost estimates for development, testing, and roll-out of product offerings. Oversee teams varying from 4 to 15. Provide product support by working directly with customers to resolve billing issues and improve system efficiency. Negotiate for vendor services. Identify and document requirements, assumptions, and cost factors for clients' business cases and provide schedules and costs for determining pay-back period.

Develop IT test scripts for release testing of new IVR (interactive voice response) product. Review and analyze raw data and ad hoc reports to identify system solutions, problem resolutions, and enhancements with IT systems and engineering organizations. Add value and resolve problems to the billing processes by correcting pre-existing problems.

Facilitate discussions on strategic objectives and requirements with a matrixed team consisting of US and European Marketing and network engineers, and IT groups for billing systems and telephone network products. Coordinate Engineering, Marketing, and IT teams dispersed across the US and Europe to identify potential process or system problems (or opportunities) and trouble-shoot and solve actual problems. Direct network engineers in expansion of telephone network elements (Cisco routers) and feasibility testing.

Business Process Engineer to the same international telecommunications company. Analyze, design or redesign, develop, and implement new and improved processes and standards in IT design, development, and maintenance. Lead 4-person team in defining best practices for design of system interfaces.

Document existing systems development process and perform gap analysis identifying missing key activities and products. Develop standard for verifying system interfaces and guidelines for project management and risk management.

Functional Roles	**Senior Consultant**
Project Manager Quality Analyst	November 1998 to August 1999

Project Manager to a large wireless telecommunications company. Organized, led, and/or managed the systems development efforts of 25 small-to-medium IT projects ranging in size from $1000 to $300,000. Managed projects' budgets. Got the projects quickly back on track by researching status, assembling project teams, developing project plans, identifying problems, devising solutions, reporting status, and expediting the budgetary process. Built and managed internal client relationships.

Quality Analyst for consulting engagement at state government. Led small team of analysts in designing and producing metrics for project management. Created and documented procedures and standards to define and enhance the quality of software development products (deliverables). Performed quality audits and recommended process improvements. Facilitated problem-solving sessions with project managers and developers.

Functional Roles
Project Manager
Business Systems Analyst
Quality Analyst

Member Technical Staff, AT&T
August 1973 to September 1998

As Project Manager guided Year 2000 (Y2K) Problem work efforts in a 1200-person organization supporting 200+ applications. Recommended applications for remediation (repair/retest) or retirement based on costs/benefits, age/maintainability, corporate goals, and technologies used. Project-managed Y2K remediation effort (repair and retest) of mainframe and UNIX software applications (6+ million lines of COBOL and C++).

Manage and track releases of new development, enhancement, and maintenance work for mission-critical, telephone network applications involving switching equipment (4ESS).

As Business Systems Analyst gathered and documented customer's requirements and verified them against specifications. Performed functional and data analyses creating entity-relationship diagrams, data flow diagrams, and data catalogues. Write system and user interface specifications for IBM mainframe and Sun client-server applications. Developed system integration, user acceptance, and regression test plans and scripts, and review test results.

Liaison between customers and development staff to assure clear understanding of work. Maintain project schedules and time and cost estimates. Provide support for production system including defect and issue tracking. Manage change control.

As a Quality Analyst directed large systems development organization (600+ members) in its preparation for ISO 9001 registration by writing ISO Quality Manual. Organized and trained organization as part of an ISO awareness campaign. Directed team of internal auditors performing practice ISO audits of the organization as preparation for the official ISO auditors. Analyzed and assessed for improvement of systems development processes and re-engineer help desk workflows.

Design and perform interviews and focus groups to gather management's and co-workers' opinions, concerns, and ideas about formal project management in systems development; compile results; recommend improvements to upper management. Design, issue, and tabulate customer satisfaction surveys. Facilitate informational and design meetings. Design and develop quality job aids.

As a Technical Consultant developed, maintained, and enhanced intranet web pages via MS FrontPage and HTML. Advise software development teams about security policies and perform security reviews. Conceived and designed proof-of-concept test for single-sign-on capability using Host-On-Demand, RACF. Staged technical conference to present new technologies to a 200+ person IT organization. Mentored junior analysts.

SCOTT T. GARDNER

Functional Roles
Project Manager
Systems Analyst
Systems Integrator
Programmer

Member Technical Staff, AT&T (continued)

Spent the first 20 years with AT&T as a Programmer, Business Systems Analyst, Systems Integrator, Data Communications Analyst, and Project Manager.

Designed, coded, and tested in Assembler, COBOL/IMS and PL/I under VM/CMS, and UNIX/C for systems performing real-time trouble-reporting, bill verification, financial reporting, batch and transaction processing of customer data. Led team of programmers in design and development of administrative support system for 800 toll-free service. Estimated and maintained project development and test schedules. Assisted with data center disaster recovery plan development and test.

Directed team of programmers in maintaining and enhancing billing-inquiry call center application. Trained users on system and system enhancements. Modified training documentation.

Modeled proprietary UNIX hardware and back-end data base machine performance. Evaluated hardware capabilities and distributed mid-range computer architectures.

Produced custom and ad hoc reports and analyses using FOCUS 4GL and SQL to aid in verifying telecommunications charges. Used Bachman analysis tools to develop data models for relational DBMSs (IDMS and DB2) and system specifications. Developed logical data models for phone call rating based on state and federal tariffs. Designed information-retrieval system (software and hardware) for operator call center.

Designed and directed the installation of asynchronous (dial) and private-line data communication networks. Provided support for data communications in lighted and darkened data centers. Project-managed expansion of data center fiber optic connectivity.

Bradley (Brad) N. Johnson
Senior Strategic Planner

FUNCTIONAL ROLES
- Program Manager
- Project Manager
- PMO Developer
- Strategic Management consultant
- Balanced Scorecard consultant

BUSINESS SOLUTIONS
- PMO
- BPR
- Balanced Scorecard
- SEI/CMMI

ENVIRONMENTS
- ERP
- Data Warehousing

APPLICATION SOFTWARE
- SAP
- Oracle
- .Net
- PeopleSoft

INDUSTRIES
- Consumer Products
- Aerospace/Defense
- State/Federal
- Utilities/Petrol
- Service

CLIENT LIST
- U.S. Navy
- Verio Inc.
- State of Louisiana
- eJiva
- Commercial Metals Corporation
- Southern California Edison

Brad Johnson has been relied upon to provide objective and actionable strategic management solutions to business leaders throughout his career. A strong foundation of business re-engineering knowledge coupled with experience in both business and technology has enabled him to develop a reputation for tackling the most aggressive objectives with success. His broad-based knowledge and senior-level experience allows him to add value to a client in multiple roles.

Brad Johnson has been a trusted IT leader/program manager for fourteen years. He is adept at leveraging his additional eleven years of experience in both Financial Re-engineering and Strategic Management to design, plan and implement information systems with a focus on delivering tangible business benefits. He has served in many capacities – ranging from advising Senior Management Consultant on Technology and Process Improvement engagements Senior Program Manager for ERP and e-commerce implementations. He has worked on both local and global implementation teams and has been involved with such leading companies as Verio, Gannett-Fleming, and the U.S. Navy

Brad Johnson's specialty is providing a link between Senior Management's business vision and the operational implementation of the systems to support that vision. He is counted on for his ability to rescue imperiled accounts as well as for analyzing current business practices and systems, developing phased recommendations for their improvement and then delivering the implementations in accord with these designs. His extensive knowledge current trends and technologies allows him to present "best practices" to his customers. He is thus able to communicate both the strategic and operational impacts and is equally comfortable speaking to a client CIO and CFO.

Summary of Experience

Brad Johnson is a professional Management Consultant and Program Manager, with over 24 years of progressively responsible management experience of which 14 years were dedicated to the design, and development, of information technology dependent systems from their inception to deployment that included management of risks, education, change, project recovery and development of Enterprise-level PMOs (Program Management Office). These PMOs provided oversight in the requirements development, candidate selection, assessment, change management and vendor selection for projects that included but are not limited to; SDLC, Business Process Reengineering, Network Management, Help Desk, etc...

Managed and supervised staffs of over 135 personnel and was responsible for multi-task contracts with funding lines in excess of $80 million dollars. Organized, directed, and coordinated the planning and production of contract and professional support products, education, and services. Experienced in implementing organizational policies and procedures. Possesses superior skills in oral and written communications, working with all levels of management, acted as principal consultant for enterprise strategic management while directing the consolidation of five (5) separate DoD Human Resource Information Systems, which resulted in a major change management effort.

Subject Matter Expert in methods of organizational assessment, process improvement, leadership, risk reduction, implementation planning for acquired entities, and facilitating the customer during the process to implement change.

Subject Matter Expert in Federal/SEI-CMM policies, procedures, and documentation of processes developed to leverage "best practices".

Trained as a Malcolm Baldrige examiner and for the past four years served as an examiner for the Presidential Quality Award.

Member of the Institute of Management Consultants

Member of the Project Management Institute (PMI)

Federal Acquisition Management Level II certified

Presented professional peer seminars on the strategic management of IT that included methodologies for performance, risk, training, and process management.

Professional Education
SEI/CMMI training, March 2001
Carnegie-Mellon University

Ph.D. Candidate in Quality Management, Begin 2003
Anna Maria College, MA

Masters of Business Administration (MBA), Aug.1992
Southeastern Louisiana University

B.S. Industrial Technology & Engineering, May 1980
Southeastern Louisiana University

Distinguished Military Graduate (ROTC), May 1980
Who's Who Among American Universities

Military
Command and General Staff College (non-resident), Ft. Leavenworth, KS
Material Acquisition Management Course (MAM), Ft. Lee, VA
(DoD Program Manager Certification)
Combined Armed Services Staff School, Ft. Leavenworth, KS
Officer Advanced Course (Air Defense)
Officer Basic Course (Air Defense)

Certifications
Certified Federal Level II Acquisition Manager
Federal Acquisition Management Level II certified

Environment	
PMO SEI/CMMI	**Managing Principal** June 2002 – July 2002

Engagement manager and principal instructor to a multi-national insurance and financial corporation. Developed and delivered a PMI and SEI-CMMI compliant Executive Project Management course. This course focused on areas relevant to senior management and techniques and templates to address those concerns. This course is a precursor to development of an Enterprise Level Program Management Office. Course content and instruction received positive feedback and an invitation to continue teaching this course on a semi-annual basis.

Environment	
PMBOK SEI/CMMI ERP	**Managing Principal** January 2002 – April 2002

Engagement Manager and lead consultant conducting an Information Technology Project Post-Mortem for a failed information technology development project valued at more than $22 million dollars for a State Agency. The study concentrated on the programmatic processes to determine how the project was managed. This study required the development of unique investigation tools and application of accepted project management and software development practices. Outcomes from this study included an evaluation of Value-Added work performed, an evaluation of current project status, and recommendations to remediate project deficiencies along with estimates of level of effort to accomplish the defined work. A comprehensive report that included recommendations for remediation to include concurrent change efforts concluded this engagement.

Environment	
Custom Software BPR Org. Dev. PMO	**Managing Principal/Lead Change Agent (Verio Inc.)** June 2001 – September 2001

Engagement Manager and Lead Subject Management Expert in delivery of professional services to a leading edge ISP/Dedicated Server Provider worth >$6 billion dollars. This customer presented unique challenges in that it was a consolidation of 60+ ISP acquisitions. Developed a performance evaluation and professional development (training) process and designed the supporting documents to provide for the transition towards a performance-based management methodology. Assisted senior management in its restructuring efforts and created a competency-based alignment that leveraged the consolidated IT department's abilities and created a strong partnership with the supported business units during the transition period. Conducted a survey of IT Development's current-state processes in preparation for SEI-CMMI Level 2 certification and development of an Enterprise PMO. This Enterprise PMO will be responsible for the strategic direction, education/training, and implementation of technologies to carry the enterprise into the next decade.

Environment	**Managing Principal Consultant/Strategic Change Lead (eJiva Inc.)** December 2000 – June 2001
Oracle 11i BPR Strategic Management SEI/CMMI	Senior Program/Engagement Manager and Lead Subject Matter Expert in delivery of professional services to a high technology customer base. Provides oversight and mentoring to five(5) project managers in the execution of their contracted work. These services include the development of a selection methodology to determine which B2B tools are appropriate for the customer, mentoring senior management through the process and assisting with the selection/implementation process. Another engagement area delivered during this period is the development of a complete IT strategic management program for a leading edge civil engineering firm. The implementation of this program enabled the customer to concentrate their resources and plan for future enterprise-wide efforts in a cost-effective manner. This plan consisted of an actionable work product that was user friendly and maintainable by the CIO and his staff. In addition, responsible for three internal business process-reengineering efforts, the development of processes, organization-wide to attain SEI-CMM level 3 certification, and the implementation of the Change-Point PSA package ($1.4 million dollar effort), the last effort was the development of internal processes and procedures for a Project Management Office (PMO) that was SEI-CMMI compliant. All three of these efforts will result in significant cost savings, immediate impact on the bottom-line, efficiencies, improve the ability to provide consulting services and reduction of project risk. Mentored senior management on the value of attaining SEI-CMM level 3 as an internal effort. At time of departure providing Program Management over-sight to 3 internal IT projects totaling 4$ million dollars, and three Oracle11i implementations totaling 5$ million dollars. These projects were works in progress and were on schedule and within profit margins for costs.
Environment BPR Strategic Management Org. Dev Metrics	**Managing Principal/Change Management SME (US Navy)** Project Lead and Executive Subject Matter Expert in support of initial organizational development and consolidation efforts and the crafting of a comprehensive strategic management program for a $billion + dollar Federal information technology enterprise. Served as the project manager in the development of an enterprise-wide risk management program that has become a DoD benchmark program. This risk management program allowed the project teams to proactively identify, mitigate, and management risks. In addition to the aforementioned responsibilities, successfully facilitated the development of an enterprise level customer relationship management (CRM) program based on Siebel. This included the development of a methodology, training, selection and implementation of a suite of tools, and development of a performance measurement system to gage effectiveness. Also included in this task is the planning for organizational changes that must occur in concert with the consolidation to implement the CRM program. This included development of a comprehensive communications and training plan. Served as the lead consultant in the investigation and development of requirements in support of the selection and integration of Commercial Off-the-Shelf (COTS) Applications to implement re-engineered processes for Federal and commercial customers. Acted as a Subject Matter Expert for organizational change management during the merger of the organizations. Implemented performance-based management processes to the COTS methodology and enterprise-wide information technology management. Developed a performance-based management handbook and methodology that will define how the enterprise level organization will measure and manage performance. Taught the PMI PMBOK on a regular basis to both contractor and government personnel.

Environment BPR SEI/CMM ERP	**Senior Management Consultant(SAIC)** October 1995 – May 1999 Sr. Consultant for two major information technology systems integration efforts, both were in excess of $20 million dollars and required the supervision of a 10 person team. These projects involved the consolidation and integration of help desk services and information management services within large multi-national corporations (Utility & Petro/Chem). This effort involved coordinating the efforts of 8 vendors and their cross-functional partners within the corporation to design, develop, and deploy an information services management system. The development of re-engineered processes and their accompanying documentation along with the systems integration plan were major efforts within this engagement and contributed greatly to the smooth transition to the new systems. Led the project to obtain SEI-CMM levels 2 certification for the Japanese Air Force Missile upgrade program. This involved developing a comprehensive program that addressed Process management, Performance management, Contract oversight, Acquisition Risk management, and Training. Supervised and provided guidance to a multi-national team of 20 personnel and delivered the program two months ahead of schedule and under projected $5 million dollar budget. In addition, provided Process and Change Management consulting services and mentoring for numerous smaller engagements.
Environment ERP BPR Baldrige Criteria	**Directorate of Combat Developments,** Ft. Bliss, Texas, Branch Chief and Senior Project Manager(US Army) August 1992 – September 1995 Served as the Branch Chief for C3I (Command, Control, Control, and Information) systems and emergent technologies (Black World Systems). This slot was designated as a Defense Acquisition Workforce specific position and included the supervision and development of a 15-member team of Information Engineers. As the Chief Project Officer, responsible for the definition of user requirements, documenting those requirements in an Operational Requirements Document (ORD), and ensuring that the material developer adhered to program schedules and cost constraints. Responsible for presenting the ORD to the JROC (Joint Requirements Operational Capability) board at the Pentagon and ensuring that the system development was in compliance with the DoD 5000.2R series. These Command and Control Systems consisted of both hardware and software. The system is operational today as the Army Air Defense Command and Control System. Projects value averaged $45 million each. **Senior Project Officer/Commander** May 1980 – July 1992 Served in a variety of senior and junior officer positions throughout a successful military career to include: Senior Project Officer, Operations officer, Officer Basic Course Instructor, Battery Commander, Platoon Leader, Battery Maintenance officer, and Executive officer. Revised and developed the small-group training methodology used for Air Defense Officer training. Successfully executed numerous joint exercises and actively participated in divisional activities.

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Mark A. Klotz, PMP, EIT
Technical Network Architect

FUNCTIONAL ROLES
- Program Director
- Senior Project Manager
- PMO Developer
- Engineering Manager
- Senior Network Engineer
- Senior Customer Service Engineer

BUSINESS SOLUTIONS
- Telephony Networking
- PMO
- Data Networking
- Retail Networking
- StarLAN

ENVIRONMENTS
- Telecommunications
- EDP
- Banking
- Retail
- Data Warehousing

APPLICATION SOFTWARE
- Microsoft Networking
- Oracle
- Microsoft Office
- Microsoft Project/MPSC

INDUSTRIES
- Telecommunications
- Consumer Products
- Aerospace/Defense
- State/Federal
- Utilities/Petrol
- Service

CLIENT LIST
- Bell Canada Enterprises
- Teleglobe
- Qwest
- LCI
- Nextlink
- Sears
- JC Penney
- Walmart
- AAFES
- USAF
- Texas Secretary of State

Mark Klotz has been relied upon to provide strategic guidance and tactical implementation of network solutions throughout his career. A strong combination of financial business fundamentals and technical telephony and data knowledge provide him with a solid, broad-based foundation for evaluating, changing and implementing business solutions. He has also built a strong reputation for completing high quality projects early and under budget. His education and senior-level experience allows him to add value to a client in multiple roles.

Mark has over twenty years of IT experience. In addition, he has over fifteen years of program/project management experience in data and telephony solutions. Mark is a Project Management Institute (PMI) certified Project Management Professional (PMP), a title he has held for two years. He has project managed domestic and international projects up to $400 million dollars in size during the past fifteen years. In addition, he has consulted in developing contracts for several major international corporations. As a project manager he has led teams with complete responsibility for developing and deploying different customer solutions and maintaining all financial and logistical responsibilities for those projects. Major customers include Bell Canada, Qwest, LCI, Burger King, Shoney's South and Debenhams and all branches of the US armed forces.

Mark is also certified as an Engineer in Training (EIT) and is currently seeking certification as a Professional Engineer (PE) in the state of Georgia in the Electrical Engineering and Computing field. As a systems engineer and network engineer Mark has developed and implemented data and telephony solutions for many retail, banking, data processing and telecommunications corporations. Major customers include the Secretary of State of Texas, Bluebell Ice Cream, Qwest, Nextlink, LCI and Burger King.

Mark uses his combined experiences in engineering and project management coupled with his financial education to evaluate customer requirements and provide recommended solutions to address current and future system needs. As a project manager, he has the experience required to efficiently implement these solutions.

Education
Georgia State University,
MBA, Corporate Finance Specialty, June 1991

Texas A&M University,
BS, Engineering Technology, Electronics specialty, May 1981

International Institute for Learning
Project Management Accreditation Study Program, September 1999

Professional Certifications
PROJECT MANAGEMENT PROFESSIONAL
Project Management Institute, January 2001

PROFESSIONAL ENGINEER
Currently seeking Georgia Professional Engineer certification.
Passed EIT examination 4/01

Professional Organizations
 Member, Project Management Institute (PMI), Member, PMI – Atlanta Chapter

Functional Roles	**NORTEL NETWORKS**
Telecom Manager	<u>Senior Project Manager</u> (1998-2002)

Managed telecommunications projects from $250K to $400M. Responsible for on-time, on-budget delivery of diverse systems including switching, data, microwave, cellular and fiber-optic systems.

- Directed initial implementation of global fiber-optic telecommunications system, exceeding customer expectations and schedule, resulting in three year, $400M contract.
- Identified engineering process improvements, saving $100K and increasing gross margin 33% on the first implementation.
- Developed project plans, timelines, budgets and financial tracking models following PMI project management guidelines, saving over $200K in two years.
- Developed and implemented process improvement plans based on project "lessons learned," increasing gross margins an average of 2% in the first six months of 2002.
- Managed international team planning and deploying $31M transatlantic optical network exceeding timeline and quality standards set by the customer.

Functional Roles
Systems Engineer
Manager

NORTEL NETWORKS
<u>Systems Engineering Manager</u> (1997-1998)
Appointed department manager after only seven months with company. Successfully managed 300% departmental growth in seven months. Responsible for all optical network engineering for Nortel Networks optical deployments in the unregulated carrier market.

- Directed systems engineering planning and delivery for multiple optical carrier customers, improving customer satisfaction while significantly increasing business volume.
- Provided engineering quotes for all department bids, doubling average project gross margin.
- Developed engineering cost and pricing models and developed planning tool for on-site project management and engineering services, simplifying and standardizing bid processing, stabilizing and improving project gross margins.
- Assisted in developing new business opportunities in concert with sales and marketing, contributing to business growth from $1B per year to $5B per year.
- Awarded Nortel "Award of Merit" for exceeding product deployment quotas.

Functional Roles
Sr. Systems Engineer

NORTEL NETWORKS
<u>Senior Systems Engineer</u> (1996-1997)

- Designed, engineered, implemented and managed fiber-optic network installation projects.
- Developed method of procedure (MOP) documents for specific customer projects.
- Provided technical response documents in support of customer bid documentation.
- Developed technical specifications from customer purchase orders and sales proposals.
- Conducted site surveys in support of system design and installation.
- Researched existing systems to provide as-built engineering documentation.

MARK A. KLOTZ

Functional Roles
Systems Support Analyst
Project Manager

NCR CORPORATION
<u>System Support Analyst & Project Manager, Major Accounts</u> (1993-1996)
- Directed customer service activities for six major accounts.
- Developed and implemented pager shift schedule, reducing labor costs over 50%.
- Appointed as primary technical advisor to team members on customer service issues.
- Provided technical assistance to NCR customers, field engineers and customer focus teams.
- Reviewed and approved customer focus team installation and support plans.
- Developed tracking models for team performance level versus established goals.

Functional Roles
Customer Service
Engineer

NCR CORPORATION
<u>Customer Service Engineer, Plant Maintainability and Support</u> (1989-1993)
- Performed financial analysis of NCR products and services throughout their life cycles..
- Provided Customer Services input to engineering during product development.
- Provided technical assistance to NCR retail point-of-sale end users and customer engineers.

Functional Roles
Customer Service
Engineer

NCR CORPORATION
<u>Customer Service Engineer, ITX remote Support</u> (1986-1988)
- Served as technical lead and project manager for Shoneys South's data warehousing center generating additional $1M in product and services revenue in two years.
- Served as computer room manager for the Atlanta ITX Remote Support Data Center.
- Provided technical guidance to NCR ITX and IRX end users and customer engineers.

Functional Roles
Field Engineer

NCR CORPORATION
<u>Field Engineer, Large EDP Systems</u> (1982-1986)
- Provided on-site technical support to Texas Secretary of State's mainframe-based data center.
- Installed, maintained and repaired NCR and NCR-supported mid-range computer systems.
- Served as primary technician for third-party support in the Austin, Texas zone.

Functional Roles
Communications Officer
Student Pilot

UNITED STATES AIR FORCE
1981-1982
<u>Communications Officer</u> (1981-1982)
- Prepared , implemented and tracked three $500,000 annual budgets.
- Supervised civilian contracts and new squadron programs.

<u>Student Pilot</u> (1981)
- Appointed flight publication officer, responsible for currency of all publications in 30 man flight.
- Served as flight communication officer.
- Completed T-37 portion of the USAF Pilot Training Program.

WILLIAM F. RUBY II
Business, Data Modeler

FUNCTIONAL ROLES
- Data Modeler
- Business Modeler
- Project Manager
- Data Analyst
- Business Analyst

CONFIGURATION MANAGEMENT TOOLS:
- DOORS
- PCMS
- Clearcase
- Clearquest
- Crystal Reports

DATABASES:
- MS Access
- Sybase
- SQL Server

HARDWARDE:
- VAX
- IBM/PC Compatibles
- SUN

METHODOLOGIES:
- Case Tools
- Summit Ascendant
- Summit-D
- Quality Circles
- James Martin
- ISO 9000
- SEI CMM
- Waterfall
- Spiral
- Fountain
- Enterprise Architecture Planning
- Zachman Framework

MODELING/CASE TOOLS:
- ERWin
- BPWin
- Powerdesigner
- Visio

Mr. Ruby is an Information Technology Consultant with over 20 years experience in systems analysis and design. Strong foundation in intricacies of systems analysis to include completes software development life cycle (SDLC), from planning through complete implementation. Consistently shown the ability to liaison, negotiation, and diplomacy skills with customers and users while presenting to everyone a versatile, flexible, adaptable, and persistent sense of urgency. Participated in the development of functional and technical requirements for over 17 years. Participated in the development of test plans and scenarios for over 10 years. Adept at implementing various software project management methodologies. Adept at implementing various Modeling Techniques depending on the situation. Adept at implementing various types of Configuration Management tools. Well versed in both program development and project management. Knowledgeable of SQL and relational databases. Adept in development and implementation of cost effective systems and procedures. Creative planner and organizer with admirable problem-solving abilities. Excellent oral and written communication and superior human relations skills. Excellent knowledge of Microsoft Office applications additionally includes MS Outlook and Exchange. Excellent understanding of Internet Browsers both Netscape and MS Internet Explorer.

Education:
M.S., 2000 Washington University – Information Management
B.S., 1975 Austin Peay State University - Chemistry

WILLIAM RUBY

Environment:
SQL Server

Activity & Data Modeler and Facilitator - Tennessee Valley Authority (TVA)
January 2001 – Present

Develop, coordinate, manage, and maintain Timelines for ALL of Tennessee Valley Authority's (TVA's) divisional projects insuring that all tasks necessary for successful project completion have been met additionally track and keep visible of ALL resources and time required for each project.

Planning, conducting, reviewing, and documenting TVA's development of all Data and Process Models both "As-IS" and "To-Be" following Department of Defense (DoD) and Industry Standards in their development, maturation, and evaluation

Planning, conducting, and documenting results from ALL JAD sessions carried out for different divisions within TVA to identify the detail components necessary for the development of all Data and Process Models.

Developing necessary changes to all "As-Is" and "To-Be" models to reflect the requirements identified during JAD sessions Interviewing users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed.

Serving as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project Gathering functional and systems requirements from each JAD sessions Conducting GAP analysis between current operations and intended futures to provide the customer with recommendations of where challenges exist together with how they could be resolved.

Data models were constructed and maintained with Erwin, process models were developed and maintained using Bpwin
Modeling processes using RUP and IDEF techniques
Modelmart was utilized for configuration management

Environment:
State Government
Sybase

Activity & Data Modeler - State of Tennessee, Department of Safety
May 2000 – January 2001

Developed, coordinated, managed, and maintained Timelines for ALL of State of Tennessee projects insuring that all tasks necessary for successful project completion have been met additionally track and keep visible of ALL resources and time required for each project.

Planned, conducted, reviewed, and documented State of Tennessee development of all Data and Process Models, both "As-IS" and "To-Be", following DoD, State of Tennessee, and Industry Standards in their development and maturation

Planned, conducted, and documented results from ALL JAD sessions carried out for different departments within State of Tennessee, Department of Safety to identify the detail components necessary for the development of all Data and Process Models

Developed necessary changes to all "As-Is" and "To-Be" models to reflect the

requirements identified during JAD sessions. Interviewed users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed. Developed and maintained user and system specifications from the requirements captured during the course of JAD and interview sessions with users and functional area experts.

Served as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project.

Gathered functional and systems requirements from each JAD sessions conducted for the construction of a replacement Title and Registration System for the State of Tennessee

Translated functional and system requirements to functional and system specifications for the generation of an RFP to support the fielding of an Automated System capable of meeting user and management demands. Conducted GAP analysis between current operations and intended futures to provide the customer with recommendations of where challenges exist together with how they could be resolved. Sybase PowerDesigner was used in the construction of both Data models and Process models. Modeling processes using RUP and IDEF techniques

Environment:
Chain Management
System" being fielded

Senior Software Engineer - United States Air Force – Global Transportation Network (GTN), O'Fallon, IL
August 1995 – May 2000

Responsible for identifying all functional and system requirements necessary for the construction of the application or the module component being considered for construction by the United States Air Force to enhance the "Global Supply.

Developed, coordinated, managed, and maintained Timelines for ALL of Global Transportation Network (GTN) projects insuring that all tasks necessary for successful project completion have been met with ALL resources and time required for each project task monitored for sufficiency and visibility.

Planned, conducted, reviewed, and documented GTN development of all Data and Process Models both "As-IS" and "To-Be" following DoD and Industry Standards in their development and maturation.

Planned, conducted, and documented results from ALL JAD sessions carried out for different departments within DoD Transportation/Logistics and the Civilian Transportation/Logistics communities to identify the detail components necessary for the development of all Data and Process Models. Developed necessary changes to all "As-Is" and "To-Be" models to reflect the requirements identified during JAD sessions

Interviewed users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed. Developed and maintained user and system specifications from the requirements captured during the course of JAD and interview sessions with users and functional area experts.

Served as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that

each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project.

Gathered functional and systems requirements from each JAD sessions conducted for the construction of a required maintenance release or the fielding of a system enhancement to the overall GTN design. Translated functional and system requirements to functional and system specifications for the generation of an application components. Conducted GAP analysis between current operations and intended futures to provide the customer with recommendations of where challenges exist together with how they could be resolved.

Data models were constructed and maintained with Erwin
Process models were developed and maintained using Bpwin
Wrote, developed, and conducted test plans for all levels from "unit" through "software acceptance". Developed methodology to accomplish Activity Based Costing/Cost Benefit Analysis Participated in Lockheed Martin's attaining CMM Level 5 and ISO-9000 Certification Developed the translation tables necessary to receive and understand EDI feeds being received from "vendors" and "VAN's"
Wrote all project deliverables adhearing to MIL-STD-498 standard together with applicable DIDs Modeling processes using IDEF1X and RUP.

Environment:
In-Transit Visibility
Modernization (ITVMOD)

Domain Engineer
United States Air Force – In-Transit Visibility Modernization (ITVMOD),

O'Fallon, IL June 1994 – August 1995
Responsible for identifying all functional and system requirements necessary for the construction of the application or the module component being considered for construction by the United States Air Force to enhance the "In-Transit Visibility Modernization (ITVMOD)" being fielded. Developed, coordinated, managed, and maintained Timelines for ALL of ITVMOD projects insuring that all tasks necessary for successful project completion have been met with ALL resources and time required for each project task monitored for sufficiency and visibility.

Planned, conducted, reviewed, and documented ITVMOD development of all Data and Process Models, both "As-IS" and "To-Be", following DoD and Industry Standards in their development and maturation. Planned and conducted ALL data and process model reviews, for "As-IS" and "To-Be", following DoD Industry Standards for their development, maturation, and evaluation.

Planned, conducted, and documented results from ALL JAD sessions carried out for different departments within DoD Transportation/Logistics and the Civilian Transportation/Logistics communities to identify the detail components necessary for the development of all Data and Process Models. Developed necessary changes to all "As-Is" and "To-Be" models to reflect the requirements identified during JAD sessions. Interviewed users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed

Developed and maintained user and system specifications from the requirements captured during the course of JAD and interview sessions with users and functional area experts. Served as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project. Conducted GAP analysis between current operations and intended futures to provide the customer with recommendations of where

challenges exist together with how they could be resolved.

Data models were constructed and maintained with Erwin, Process models were developed and maintained using Bpwin
Modeling method used was Feature Oriented Domain Analysis method

Information Engineer - City of Detroit
June 1993 – June 1994
Responsible for identifying all functional and system requirements necessary for the construction of the application or the module component being considered for construction by the City of Detroit, Michigan to enhance the "Financial Management" being considered for fielding.

Developed Electronic Meeting System (EMS) allowing for the capture of verbatim record of the JAD/JRP session without having to rekey or replay they session over again.

Developed, coordinated, managed, and maintained Timelines for ALL of City of Detroit, Michigan projects insuring that all tasks necessary for successful project completion have been met with ALL resources and time required for each project task monitored for sufficiency and visibility.

Planned, conducted, reviewed, and documented City of Detroit, Michigan development of all Data and Process Models, both "As-IS" and "To-Be", following DoD and Industry Standards in their development and maturation. Planned and conducted ALL data and process model reviews, both "As-IS" and "To-Be", following DoD and Industry Standards for their development, maturation, and evaluation.

Planned, conducted, and documented results from ALL JAD sessions carried out for different departments within City of Detroit, Michigan financial communities to identify the detail components necessary for the development of all Data and Process Models. Developed necessary changes to all "As-Is" and "To-Be" models to reflect the requirements identified during JAD sessions. Interviewed users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed

Developed and maintained user and system specifications from the requirements captured during the course of JAD and interview sessions with users and functional area experts. Served as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project.

Translated functional and system requirements to functional and system specifications for the generation of an application components. Conducted GAP analysis between current operations and intended futures to provide the customer with recommendations of where challenges exist together with how they could be resolved.

Data and Process Modeling Tools used were Meta, ErWin, Wizdom, and Ventana. Modeling method used was IDEF.

Developed methodology to accomplish Activity Based Costing/Cost Benefit Analysis

Information Engineer - National Guard Bureau, Aviation Directorate,
July 1992 – June 1993
Responsible for identifying all functional and system requirements necessary for the construction of the application or the module component being considered for construction by the National Guard Bureau, Aviation Directorate to enhance the "Maintenance Tracking and Unit Availability".

Developed Electronic Meeting System (EMS) allowing for the capture of verbatim record of the JAD session without having to rekey or replay they session over again.

Developed, coordinated, managed, and maintained Timelines for ALL of National Guard Bureau, Aviation Directorate projects insuring that all tasks necessary for successful project completion have been met with ALL resources and time required for each project task monitored for sufficiency and visibility.

Planned, conducted, reviewed, and documented National Guard Bureau, Aviation Directorate development of all Data and Process Models, both "As-IS" and "To-Be", following DoD and Industry Standards in their development and maturation.

Planned, conducted, and documented results from ALL JAD sessions carried out for different divisions within National Guard Bureau, Aviation Directorate maintenance and financial communities to identify the detail components necessary for the development of all Data and Process Models "As-Is" and "To-Be" models.

Interviewed users at all levels to gather the necessary requirements to insure that all requirements were accurately and completely documented for the application/system that is being proposed. Developed and maintained user and system specifications from the requirements captured during the course of JAD and interview sessions with users and functional area experts

Served as a liaison between management and users to better understand all system and user needs while documenting all comments presented insuring that each voice had equal opportunity to be heard, resolved impasses where required to meet deadlines and user expectations of the completed project. Conducted GAP analysis between current operations and intended futures to provide the customer with recommendations of where challenges exist together with how they could be resolved

Data and Process Modeling Tools used were Meta, ErWin, Wizdom, and Ventana. Modeling method used was IDEF.

Developed methodology to accomplish Activity Based Costing/Cost Benefit Analysis